

13


IMPLEMENTATION



OVERVIEW

All the concepts, ideas and goals in this plan possess very little value unless there is a mechanism in place to encourage their implementation. This section provides a framework of how to realize the goals of the plan. There are several different components to implementing this Plan. Regulatory controls such as zoning, subdivision requirements and other codes are important part of achieving success and usually the most visible. A regulatory environment that is transparent and not viewed as overly burdensome can become an incentive for investors and developers. It is recommended that applicable controls be updated within twelve months of adoption of the Comprehensive Plan. Other policy plans such as the Capital Improvement Program (CIP), Parks and Recreation Master Plan, transportation plans and water and sewer plans among others are all ongoing tools for achieving goals.

An overarching recommendation of this Plan is a regulatory, rather than a physical improvement. The support and creation of small area plans are the first key step in transforming policies of this Plan into regulations that enable and encourage development described herein. It should be permissive whenever possible, and instead of limiting development and nonconforming operations as current zoning may do, rather allow nonconforming operations to transition into business not currently in place. If infill development is a priority of the City, then the establishments of form-based zoning through overlay districts is the next key step. The overlay should allow multiple uses on a site, put the burden to mitigate adverse impacts on new development and not existing business, establish simple but consistent development standards and create other incentives to further spur investment. These investments should



not be limited solely to tax credits or enhanced marketing efforts by the City, but rather ease certain development requirements. This could be waiving certain Adequate Public Facilities Ordinance requirements if specified types of projects and investment is reducing or eliminating utility charges and other fees. This will require further discussion and commitment, but the Plan policies state infill development is a top priority and should be encouraged in every way.

Public outreach and education is crucial to the success of any plan. In one manner, implementation is often one of the first steps of a plan. If the drafters have not asked for and listened to what the community and stakeholders want, then the plan may not reflect those desires and it will be difficult to obtain the public support that is critical to a viable plan. Related to this step is the relationship with active citizen, civic and business groups and organizations. These groups are often vested in the area through business location, residence or investment. Obtaining their support through their input and actions can be an important link in tying the plan to reality and convincing the rest of the community to "buy in" to the vision. Finally, intra and intergovernmental coordination is required to implement the plan. Discussions with other agencies, departments and other local governments will ensure that all are aware of the plan and that it will be considered during any decision making.

The recommendations and implementation strategies identified in the previous chapters provide the basis for this Implementation Chapter. The Plan implementation framework that follows provides a summary listing of the Comprehensive Plan's implementation and streamlining provisions that can be measured annually through the development of a Comprehensive Plan Monitoring Program. The Implementation Chapter also identifies the responsible parties, including City, State, or other agencies that will be accountable for implementation and provides a realistic timeframe as to when the implementation will be achieved as well as identifying the connection of each policy and implementation measures with the themes of this Plan and the Mayor's Strategic Plan goals and how they are being satisfied.

MONITORING

It is the intent that this Implementation Chapter be reviewed annually by The Planning Commission for progress and assessment as well as what remains to be done to determine if the existing timeframes are still reasonable and achievable. Monitoring the Comprehensive Plan will require creating a set of standard measures that residents and City officials can use to review progress toward achieving the policies of the Comprehensive Plan. Revisions and amendments may be necessary from time to time as the implementation results are analyzed and new information is received throughout the process.

Each year the Planning Division produces an Annual Report that is required by the Maryland Department of Planning and is also provided to the Mayor and Board of Aldermen and the Planning Commission. This report is available by June 30th of each year and highlights the actions of the previous calendar year. A section of the Annual Report will include a summation of the goals of the Plan and the implementation actions taken during the prior year.

Policy and Implementation

The purpose of this section is to identify the actions that are necessary to achieve the vision. The policy's correspond with the Plan visions that were discussed in the Introduction Chapter as well as COMMUNITY 2030, a ten year Strategic Plan.

TIMEFRAMES

The implementations of this Plan are organized into the following timeframes:



Immediate (0-2 years): These goals are intended to allow for the adoption of new regulatory controls, allocation of funds by the City and other groups to begin physical improvements or begin study and design of large projects as part of the CIP and provide education and establish relationships with all stakeholders.



Short Term (2-5 years): This timeframe will allow for the City, County, State and Federal Agencies and groups such as Downtown Frederick Partnership, Golden Mile Alliance and East Frederick Rising to identify projects and allocate funds to achieve the goals specified within this time period.



Moderate Term (5-10 years): This timeframe will allow for the City, County, State and Federal Agencies and groups such as Downtown Frederick Partnership, Golden Mile Alliance and East Frederick Rising to identify projects, seek outside grants and funding partnerships to achieve the goals specified within this time period.



Long Term (10+ years): To allow for the City, County State and Federal Agencies and stakeholder groups to identify projects and allocate funds to achieve the goals specified within this time period. Long term goals typically require a series of actions by multiple agencies to be completed prior to the goal coming to fruition.



Ongoing: Goals will be monitored by the City and the various community partners to make sure the vision remains constant although updating may be necessary from time to time. Feedback will be solicited to make sure that the prioritization of goals is consistent with the Plan and proper resources are available.

ACRONYMS

The following acronyms are used under the “Project Lead” column of this Chapter:

DPW	Department of Public Works
DED	Department of Economic Development
ENG	Engineering Department
FCP	Frederick County Planning Department
FCPS	Frederick County Public Schools
GIS	Geographic Information Systems Department
FIN	The Office of Finance and Administration
M&B	Mayor and Board of Aldermen
PL	Planning Department
POL	Police Department
REC	Recreation Department
TR	Frederick County TransIT
BD	Building Department

2020 COMPREHENSIVE PLAN THEMES

VIBRANT NEIGHBORHOODS



SUSTAINABLE CITY



CONNECTED COMMUNITY



PREDICTABLE FUTURE



COMMUNITY 2030 GOALS

SUSTAINABLE URBAN PLANNING

We will manage thoughtful and sustainable urban growth.

SG1

SOCIAL WELL-BEING

We will provide balanced housing and human services, recreational opportunities, and cultural enrichment.

SG2

SAFE AND VIBRANT COMMUNITY

We will strengthen our vibrant downtown and develop dynamic livable neighborhoods.

SG3

COMPETITIVE EMPLOYMENT

We will promote competitive business and employment opportunities.

SG4

ENHANCED MOBILITY

We will expand and maintain a spectrum of well-coordinated transportation choices.

SG5

CIVIC ENGAGEMENT

We will foster strong civic engagement by leveraging the diversity of our history, talents, cultures, and life stories.

SG6

LAND USE POLICIES AND IMPLEMENTATION

The following land-use policies are intended to be general and to balance the competing interests of providing for growth and protecting the City's heritage. For example, the demand for minimizing sprawl should be balanced with the essential need to have land available for housing when needed.

SG1

LU POLICY 1



Encourage development and redevelopment to be compatible with the character of existing or planned development.

IMPLEMENTATION

-  **PL** 1. Mitigate potential negative impacts through site design, including the location of facilities and access, building height, scale, and massing.
-  **PL** 2. Support development patterns that facilitate the integration of residential and non-residential land uses and that are conducive to walking, bicycling, and transit use.
-  **PL** 3. Maximum density should be removed in the Density Enhancement Area to increase population around transit hubs and areas in and adjacent to downtown.
-  **PL** 4. Develop Land Management Code standards that address the integration of mixed uses into areas of new development and within existing neighborhoods.
-  **PL** 5. Infill development should be promoted with increased density and a simpler process for accessory apartments and detached dwelling units.
-  **PL BD** 6. Pursue the improvement and active use of habitually vacant and seriously deteriorated vacant properties throughout the City.
-  **PL** 7. Support new housing types that are being demanded by the sharing economy, including housing such as accessory dwelling units, micro-units, tiny homes, units that share common facilities, and other units that are not considered traditional.
-  **PL ED** 8. Explore policies that allow all types of overnight accommodations in a manner that promotes tourism and preserves the character of neighborhoods.
-  **PL ENG** 9. Facilitate the consolidation of small commercial parcels along the commercial corridors.
-  **PL** 10. Allow for the establishment of appropriate transitions between nearby commercial, industrial, and residential uses.
-  **PL** 11. Ensure that industrial land use areas are compatible, complementary and environmentally sensitive to the adjacent uses.



- PL** 12. Promote mixed-use development that provides a range of services within a short distance of residences as a way to reduce vehicle miles traveled (VMT) per capita.



- PL** 13. New development and redevelopment should provide pedestrian and vehicular connectivity between individual development sites to provide alternative means of access along corridors.



- PL** 14. Support the implementation of the Golden Mile and East Street Corridor Small Area Plans.





SG3

LU POLICY 2



Promote the Downtown by increasing the number of residents and supporting new and existing businesses.

IMPLEMENTATION

-  **PL** 1. Support programs and incentives that encourage the adaptive reuse of historic properties.
-  **PL BD** 2. Explore programs or policies to add flexibility to redevelopment or change of use in historic properties while maintaining the historic character as well as life safety codes as the priorities.
-  **PL ENG** 3. Review the APFO, all codes and regulations, and development fees to encourage redevelopment and infill development in Downtown.
-  **PL** 4. Consider updating the Carrol Creek Overlay (CCO) to maintain a high standard of development, increased residential density and streamline the review process.


SG1

LU POLICY 3



Promote new development that incorporates environmental resources as site amenities.

IMPLEMENTATION

-  **ENG** 1. Require Best Management Practices (BMP) in site design techniques to minimize the impact of urban land uses adjacent to various types of environmentally sensitive areas.





SG4

LU POLICY 4



Allow land uses that build upon regional and local economic assets.

IMPLEMENTATION

-  **PL ED** 1. Develop uses that capitalize on the assets of Fort Detrick and Frederick's emerging leadership in the "MD 355/I-270 Technology Corridor" business area.
-  **PL ED** 2. Coordinate land uses that capitalize on the transportation and economic development assets of Monocacy Boulevard.
-  **PL** 3. Allow for airport-related uses in the vicinity of the Frederick Municipal Airport.
-  **FDK** 4. Acquire land identified by the Airport Master Plan, for the airport's long-term viability.



- PL 5.** Flexibility should be given for unclassified land uses that create destinations for tourism, arts, and business.

SG1

LU POLICY 5



Implement a City-wide land use pattern that supports the desired level of population and employment growth.

IMPLEMENTATION



- PL 1.** Encourage a variety of land uses in order to maintain or exceed the City's jobs/housing ratio goal of two jobs for every household.



- PL 2.** Provide for a mix of housing types so that an adequate level of moderately priced housing is available for those employed within the City.

SG1

LU POLICY 6



Ensure that development is approved only if adequate community facilities exist.

IMPLEMENTATION



- PL ENG 1.** Ensure future development is phased to align with the City's Capital Improvement Plan.



- PL 2.** In the development review process, ensure that developments contribute to the cost of community facilities and services such as schools; transportation; parks and recreation; public safety and emergency services; and libraries.



- PL ENG 3.** New development and redevelopment applications should provide for the construction of sustainable and energy-efficient public facilities and infrastructure according to applicable standards for such facilities.

SG4

LU POLICY 7



Maintain and improve an efficient and streamlined permitting process that is user-friendly and predictable.

IMPLEMENTATION



- PL 1.** Consolidate land use categories to streamline and simplify infill and redevelopment.



- PL 2.** Ensure the ordinance is organized logically, information is consolidated into matrices where appropriate, and discrepancies within the City's development regulations are addressed.



- PL 3.** Develop guidelines and manuals and minimize specificity in ordinance to help accommodate better looking/living neighborhoods.



- PL BD 4.** Provide documents and how-to guides to residents to help navigate City development and permitting.



- PL 5.** Continue to work with community stakeholders to update and improve the Land Management Code and to identify

improvements to the development review process.



- PL 6.** Guide and regulate development in an efficient and streamlined manner using a process and regulations that are user-friendly and predictable.



- PL 7.** Periodically review development regulations and revise as needed. A regular update of the City's regulations can promote high-quality development and new, flexible techniques that facilitate unique and innovative design.

SG1

LU POLICY 8



Maintain and continue to foster a relationship with Frederick County and surrounding jurisdictions, to reinforce the City's role as a regional center and support the common goals of the City and surrounding communities.

IMPLEMENTATION



- PL FCP 1.** Continue to collaborate with Frederick County to ensure long-range planning efforts are compatible. The jurisdictions should be consistent in regard to annexation, transportation, water and sewer, school, natural resource protection, and park and recreation policies.



- PL FCP 2.** Continue to collaborate with Frederick County to forecast population, housing, and employment trends, and utilize forecasts for infrastructure planning, including planning for schools in the Frederick Region.



- PL FCP 3.** Work with Frederick County to support and enhance area tourism through the State's Heritage Area program and other similar programs.



- PL FCP 4.** Support Frederick County and the Sustainable Monocacy Commission in its efforts to balance growth with the preservation of the Monocacy River and its tributaries.

SG1

LU POLICY 9



Develop neighborhood or area plans that promote specific land use objectives and development guidance for the City's neighborhoods.

IMPLEMENTATION



- PL 1.** Small Area Plans should include all areas of the City to provide connections between attracting uses such as from existing and future residential development to employment, shopping, and entertainment destinations, or from business areas to retail, etc.



- PL 2.** The Small Area Plans should be implemented with the adoption of Form-Based Code Overlay Districts to ensure infill and redevelopments of commercial corridors are active, walkable environments.



- PL 3.** Small Area Plans should incorporate the following design characteristics:
- Inclusion of a variety of

complimentary land uses available to residents within a short walking distance through meaningful connections between parcels and neighborhoods.

- b. Buildings and public spaces with a mixture of scale and massing consistent with structures located in the planning area.
- c. Short and walkable neighborhood blocks.
- d. Roadways adhere to planning policies of "complete streets", which focuses on safe access for all users (pedestrians, bicycles, transit, and autos) and preservation of neighborhoods.
- e. Create community identities by highlighting their characteristics and features so they are preserved and enhanced.



- PL 4.** Promote appropriate commercial development within or adjacent to the City's residential neighborhoods, with a flexible approach to encourage pedestrian-oriented development.



- PL 5.** Encourage all uses that support the daily and weekly needs of residents, in locations where these services are insufficient.

SG1

LU POLICY 10



Accept annexations of unincorporated areas as the availability of adequate services is provided and the development pipeline demands new housing supply.

[refer LU table 2 for annexation area information]

IMPLEMENTATION



- PL 1.** Annexations should be considered in a timed and calculated manner to replenish the demand for housing stock.



- PL 2.** Priority should be given to annexation petitions that consolidate development over several parcels, provide appropriate infrastructure mitigation, are connected to the City, and provide financial value to the City and intrinsic value to residents.



- PL 3.** Annexations and the assignment of a zoning designation must be consistent with the recommendations of each chapter of this Comprehensive Plan.



- PL 4.** Continue to require annexation petitions to provide an outline for extensions of services that includes an analysis of revenues to the City versus City expenditures.

SG1

LU POLICY 11



Use the Comprehensive Plan text and maps to guide development decisions, assess land use development proposals, and to promote public health, safety and welfare.

IMPLEMENTATION



- PL 1.** The Comprehensive Plan contains recommendations for development and preservation, including the appropriate location for various types of development, the general character of roads, and the extent of public water and sanitary sewer utilities. Several key maps supplement the Plan's text and provide its foundation. These maps are intended to be used jointly as well as in conjunction with the text of this Comprehensive Plan.

SG1

LU POLICY 12



Enhance community identity and visual character by improving City gateways.

IMPLEMENTATION



- PL 1.** Consider Form-Based Codes in areas considered gateways to establish typology and function of the significant areas.



- PL 2.** Implement City gateway features (landscaping and uniform signage) at major City entrances to define City boundaries and project a high-quality image.



- PL 3.** Planning for alterations to US 15 should include consideration of this road's role as a gateway to the City and as a key segment of the Journey through Hallowed Ground as well as the Catoclin Mountain Scenic Byway. Similarly, any alterations to US 40 and the Historic National Road Scenic Byway should consider the gateway functions of these byways, both of which border residential and commercial areas.



- PL 4.** Collaborate with the County on gateways into the City proper to assure attractive and consistent approaches.

SG1

LU POLICY 13



Establish and maintain a land-use monitoring system to measure progress toward achieving the policies of the Land Use Chapter.

IMPLEMENTATION

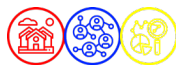


- PL 1.** Design and implement a land-use monitoring system based on measurable results directly related to objectives 1 through 13 and the Land Use Policy Map.

TRANSPORTATION POLICIES AND IMPLEMENTATION







SG5

TR POLICY 1



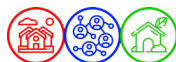
Use the future Comprehensive Plan text and the Comprehensive Plan Map to coordinate the phasing of development with transportation capacity and improvements.

IMPLEMENTATION

1.  **PL**
ENG Coordinate the timing of local and regional implementation of transportation improvements with other infrastructure improvements.
2.  **PL**
ENG
FIN Establish a mechanism through the capital budget process including a monitoring report that coordinates and integrates development, transportation system improvements, and fiscal impacts.
3.  **PL**
ENG Update the City's development regulations and standard city details to ensure consistency with the Comprehensive Plan's transportation maps and text.
4.  **ENG** Continue to support and pursue the missing segments of Christopher's Crossing.
5.  **ENG** Continue to implement the Adequate Public Facilities Ordinance for transportation systems to phase development with the availability and adequacy of existing and future transportation corridors and identify areas to improve the ordinance as needed.
6.  **ENG** Include green street design in the Engineering Department's Manual of Standard details for Construction to allow for natural infiltration where possible and reduce impervious surface.




SG5

TR POLICY 2



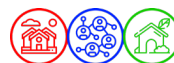
Maintain an appropriate balance between public and private sector responsibilities for transportation investments and improvements.

IMPLEMENTATION

1.  **ENG** Identify and earmark a stable revenue stream for transportation improvements, such as a mobility fee.
2.  **ENG** Maintain an aggressive but financially responsible capital budget for future transportation improvements.
3.  **ENG**
FIN Establish a mechanism through the capital budget process including a monitoring report that coordinates and integrates development, transportation system building, and fiscal impacts.





SG5

TR POLICY 3



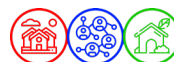
Reduce per-capita vehicle miles traveled (VMT) in the City.

IMPLEMENTATION

1.  **PL**
ENG Work with the State and Region to develop means to estimate current and future VMT in the City.
2.  **PL** Continue to educate the community about non-driving modes of transportation through events and initiatives that promote the health benefits and availability of those options.
3.  **ENG**
FCT Partner with TransIT to determine how to make the service a more viable alternative mode of transportation, whether through service redesign or additional infrastructure.
4.  **PL**
FCT Continue to encourage new ridership in all segments of the population through marketing campaigns with TransIT and private transportation operators.
5.  **M&B** Offer City employees the option of the value of a monthly parking pass to forego the pass.
6.  **ED** Encourage local businesses to offer the value of a monthly parking pass to their employees in place of a flat parking pass benefit.
7.  **ENG** Adopt regulations to allow micromobility companies to operate in a safe, equitable, and efficient manner.
8.  **M&B** Establish a pilot program allowing bicycle and scooter sharing companies to operate a limited number of vehicles for a limited amount of time, followed by policy recommendations.
9.  **M&B** Work with car sharing services to determine how best to encourage fleet growth and adoption in the City.
10.  **PL**
ENG
DPW Begin to plan for connected and autonomous vehicles for passengers and freight, focusing on pedestrian and bicyclist safety and the reduction of VMT rather than early adoption of these new technologies.
11.  **ED** Encourage transit subsidies rather than parking subsidies by employers, including the City.



SG5

TR POLICY 4



Promote bicycle mobility and construct a dense and complete bicycle network consistent with All Ages & Abilities contextual guidance.

IMPLEMENTATION

1.  **PL**
ENG Supplement the Comprehensive Plan with a Comprehensive Bicycle Plan to coordinate the phasing and construction of Frederick's on- and off-street bicycle network.
2.  **PL**
ENG Work with County, State, and federal agencies to improve bicycle safety on or adjacent to non-City-operated roads, including on- and off-ramp intersections.



- PL 3.** Promote the integration of all transportation modes within office and residential parking areas, such as transit stops, additional sidewalks, and bicycle parking design in appropriate locations.



- PL 4.** Enhance the Frederick History Bike Loop with necessary infrastructure for safe travel throughout the network as well as additional signage and amenities to add value to the experience.



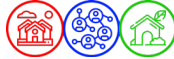
- PR 5.** Accelerate the completion of planned multi-use trails that developers are not likely to construct.



- PL 6.** Coordinate with the County on connections to the C&O Canal Towpath, Middletown and Thurmont.

SG5

TR POLICY 5



Create and maintain a fully accessible pedestrian network throughout the City.

IMPLEMENTATION



- DPW ENG 1.** Determine an appropriate capital improvement funding division between singular large projects and smaller projects to ensure these small but impactful projects are prioritized.



- PL ENG 2.** Identify areas with unpassable or missing sidewalk infrastructure, including unmarked crosswalks, culverts that cross sidewalks, and uneven brickwork, and develop plans to build, repair, or retrofit sidewalks where applicable.



- PL ENG 3.** Widen sidewalks in areas with high pedestrian densities where possible.



- PL ENG 4.** Support the American Society of Landscaping Architects annual (PARK) ing day event by allowing metered parking spaces to be transformed into temporary parks and gathering spaces and develop policies to allow merchants and the City to participate on the third Friday of September each year.



- PL ENG 5.** Develop a Comprehensive Pedestrian Plan.

SG5

TR POLICY 6



Direct the flow of freight traffic to those facilities that are most suitable and away from other routes and areas where through truck traffic is incompatible with adjacent land uses or may cause safety issues.

IMPLEMENTATION



- PL ENG 1.** Develop a system of truck routes with the following goals:
- a. Reduce South Street truck traffic.
 - b. Reduce alleyway truck traffic in the downtown.
 - c. Restrict delivery time for key City arterials.
 - d. Designated truck routes should be arterials with connections to collectors for local access for deliveries.



- PL ENG 2.** Address the unique challenges and dangers of accommodating truck traffic alongside bicycle and pedestrian traffic into complete street designs for freight-primary arterials.



- M&B 3.** Collaborate with the United States Parcel Service and First Energy Corporation to explore alternative locations for their operations to reduce truck traffic and vehicle trips downtown.

SG5

TR POLICY 7



Preserve and enhance the historic grid system.

IMPLEMENTATION



- ENG 1.** Maintain historic street names.



- ENG 2.** Preserve and expand the downtown alley system as a secondary means for access, to provide for service delivery and pick-up and to provide an alternative to on-street parking.



- PL ENG 3.** Supplement the Comprehensive Plan with a Master Streets Plan proposing arterial, collector, and, where consistent with Small Area Plans or otherwise appropriate, local and alley streets in currently undeveloped areas within and adjacent to the City.

- a. Encourage a street grid pattern in new developments that disperses traffic more evenly throughout the existing and future street network.
- b. Continue the downtown street grid system to East Church Street/Gas House Pike and at the Fairgrounds.
- c. Alley development in new subdivisions and commercial development should be pursued as a means of better property access, improved off-street parking, enhanced streetscapes, and enhanced traffic circulation.



- PL ENG 4.** Establish mobility fee districts in areas with right-of-way constraints and tend to support multi-modal trip-making and walkability.



- PL ENG 5.** Alley development in older and more established areas, such as the downtown, should be pursued for the same reasons noted above.



- M&B 6.** Explore alternative traffic and parking patterns, perhaps through a pilot program, along select streets to enhance walkability, increase sidewalk widths and allow for the temporary expansion of businesses to increase vibrant streetscape.

SG5

TR POLICY 8



Ensure that any new transportation improvement does not adversely impact the City's neighborhoods.

IMPLEMENTATION



- ENG 1.** As part of all decisions for major transportation improvements, continue to balance the need to maintain the unique character and quality of life of the City's historic neighborhoods while keeping in mind the ahistorical nature of automotive traffic and street parking.



- PL ENG 2.** Work with state and local jurisdictions on city streetscape designs that minimize impacts on Frederick's neighborhoods; historical and archeological resources; aesthetics; vistas; and which maximize

bicycle/pedestrian facility connections consistent with other policies above.



PL
ENG

3. Implement mitigation strategies if cultural or historic resources will be irreparably impacted by new or existing road construction.

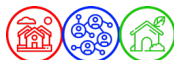


PL
ENG

4. Modify the design of new and expanded roads to protect historic resources and their settings.

SG5

TR POLICY 9



Prioritize safety and complete streets elements in the design and capacity standards for all roadways.

IMPLEMENTATION



PL
ENG

1. Review and update existing standards for different types of roadways:
 - a. Ensure minimal rather than maximal lane widths consistent with relevant national standards.
 - b. Ensure design speeds are equal to or below desired speed limits so as to limit safety concerns for pedestrians and bicyclists as well as crash severity.
 - c. Create new pedestrian-primary and slow-street roadway types to allow design flexibility in new developments.
 - d. Ensure bicycle and pedestrian infrastructure is consistent with All Ages & Abilities guidelines.



DPW
ENG

2. Reduce traffic congestion by actively managing the operation of the transportation system during peak travel periods.



ENG

3. Restructure procedures to accommodate all users on every project.

SG5

TR POLICY 10



Support enhanced regional public transportation options.

IMPLEMENTATION



PL
ENG

1. Work with TransIT, MDOT MTA (commuter bus and MARC train), and neighboring jurisdictions to provide viable regional transit options for non-commute, reverse-commute, and seven-day service for access to Montgomery County, the District of Columbia, the Baltimore region, and Fairfax County.



PL
ENG

2. Advocate for global best-practices in rail procurement and operations to ensure maximum value from MARC and WMATA for the City's residents, visitors, employees, and businesses.



PL
ENG

3. Advocate for the determination of the ridership potential of reverse-peak, off-peak, and weekend MARC train service and regional bus service.



PL
ED

4. Work with MDOT to designate the downtown MARC station area as a transit-oriented development zone.



PL
ENG

5. Support private regional and airport shuttle bus service and determine areas of common interest.

SG5

TR POLICY 11



Support airport development in accordance with the approved Airport Layout Plan (ALP) and ensure policies of the Comprehensive Plan are compatible with the efforts to update the ALP in 2020.

IMPLEMENTATION



FDK

1. Develop the Bailes Lane area in accordance with the Bailes Lane Re-Use Plan (BLRUP). This plan provides enhanced potential for the long-term development of the airport, minimizes potential land use conflicts in adjacent development, and has moderate costs for the overall plan. As a second phase to the BLRUP, implement the extension of the of the airport's main runway to 6,000 feet.



FDK

2. Construct flexibly-sized aircraft hangars on the north end of the airfield adjacent to the existing 80 terminal hangars.



FDK

3. Develop corporate and general aviation hangars, in coordination with existing and future airport users.



PL
FDK

4. Adhere to the FAA and Homeland Security regulations with respect to air protection zones.



PL
FDK

5. Include local interest groups who support the airport from a transportation standpoint, such as FACT and TSAC, in the progress of the airport.

SG5

TR POLICY 12



Preserve and enhance transportation capacity and multi-modal travel on local, collector and arterial routes that serve the City of Frederick.

IMPLEMENTATION



PL
ENG

1. Support efforts to forecast the impacts of different modal split assumptions when forecasting future demand on area and regional roadways.



PL
ED

2. Promote the MARC train station vicinity as a multimodal transportation hub and a mixed-use development area.



PL
ENG

3. Work with Frederick County and MDOT SHA to improve safety and relieve congestion on US 15 with a minimal addition of VMT to the regional transportation system.



DPW
ENG

4. When resurfacing existing streets, apply road diets where reasonable to improve operations and safety; to provide bicycle facilities in accordance with NACTO All Ages and Abilities guidance; and pedestrian facilities in accordance with the Americans with Disabilities Act.

SG5

TR POLICY 13







Collaborate with MDOT, Frederick County, MWCOG/TPB, TSAC, and CTAC to develop joint and complementary transportation planning programs.

IMPLEMENTATION



PL
ENG

1. Identify, develop, and promote local and regional programs to improve traffic efficiency.

-  **PL** 2. Continue City participation on local and regional transportation groups.
-  **PL** 3. Continue to work with Frederick County, adjacent municipalities and local organizations on the transportation opportunities that must be addressed by all jurisdictions to mitigate congestion and eliminate hazards.
-  **M&B** 4. Support events such as Bike to Work Day and Car Free Day that educate about alternatives to the use of motor vehicles on all road networks.
-  **PL** 5. Implement a joint County/City Vision Zero Policy to improve safety for bicyclists, pedestrians and motorists.





SG5

TR POLICY 14



Maintain the City parking system's balance between supply, demand, customer service, and financial self-sufficiency.

IMPLEMENTATION

-  **PL** 1. Identify and develop additional revenue streams to fund new garages.
-  **DPW** 2. Construct a new garage to ensure adequate supply to meet expected demand from new development.
-  **PL** 3. Mitigate demand for parking by providing the infrastructure for non-driving modes of transportation within, to, and through the City.
-  **PL** 4. Promote the construction of new alleyways and rear parking at homes that already have alleyway access.

MUNICIPAL GROWTH POLICIES AND IMPLEMENTATION


SG1

MG POLICY 1



The City of Frederick will manage development of vacant and redevelopment of underutilized lands by promoting greater densities and a mixture of residential and non-residential uses.

IMPLEMENTATION

-  **PL** 1. Future growth will occur per the tier policy as outlined in the Land Use Chapter and the Land Use map.
-  **PL** 2. Review the APFO, all codes and regulations, and development fees to encourage redevelopment and infill development.
-  **PL** 3. Encourage mixed use redevelopment and infill development at greater densities.







SG1

MG POLICY 2



Manage annexations in a timed and calculated manner to provide the necessary dwelling units to supply the demand of the future population projection.

IMPLEMENTATION

-  **PL** 1. Annexations should be considered every four years or at certain times to provide adequate housing supply for the future.
-  **PL** 2. Allow special exceptions to allow annexations of unusual importance that contribute to economic development efforts or to supply housing for an unforeseen reason.
-  **PL** 3. Priority should be given to annexation petitions that consolidate development over several parcels, provide appropriate infrastructure mitigation, are connected to the City, and provide financial value to the City and intrinsic value to residents.
-  **PL** 4. Annexations and the assignment of a zoning designation must be consistent with the recommendations of each chapter of this Comprehensive Plan.
-  **PL** 5. Continue to require annexation petitions to provide an outline for extensions of services that includes an analysis of revenues to the City versus City expenditures.
-  **PL** 6. Continue to require annexations and applicable developments to comply with the City's Adequate Public Facilities Ordinance and Water and Sewer Allocation Ordinances as well as contribute to future infrastructure improvements by paying applicable impact fees.

SG4

MG POLICY 3



The City will continue to work to ensure that adequate police will be available throughout existing and future growth areas.

IMPLEMENTATION



FPD
M&B

1. Acquire land and begin the Continue to assess appropriate land for the construction of a central police headquarters.



FPD

2. Provide Police Activity League services in underserved communities.



FPD

3. Provide the necessary number of sworn officers and police department employees to provide a safe level of services for City residents and businesses.

SG4

MG POLICY 4



The City will continue to protect and conserve the existing water supply systems for existing residents and future development.

IMPLEMENTATION



ENG
FC

1. Continue to collaborate with Frederick County officials to provide for the future water capacity needs through the Potomac River Water Supply Agreement.



DPW

2. Control the amount of water unaccounted for in the supply system by locating and repairing leaks found in the Water Loss Reduction Program.



ENG

3. Consider assessing the amount of water allocated and the amount of water consumed to ensure previous assumptions and estimations are accurate and reflect recent technological advancements.



ENG

4. Undertake a public awareness campaign to educate the residents and businesses on practical conservation methods.

SG4

MG POLICY 5



The City will provide for wastewater capacity that serves existing neighborhoods and future growth.



ENG
FC

1. Continue to collaborate with Frederick County officials to provide for future sewer needs through negotiated purchase of capacity.



DPW

2. Control the amount of excessive inflow and infiltration into the sewer piping system by locating and repairing sources of inflow and infiltration.



DPW

3. Install and maintain proper metering devices within the sewer piping system to determine peak flow rates and areas of concern.

MG POLICY 6



The City will continue to collaborate and coordinate with the State of Maryland and Frederick County about future development projects to ensure adequate public facilities and services are provided for the growing population and projected growth.

IMPLEMENTATION



PL
FCPS

1. Continue to work with Frederick County Public Schools to identify potential school sites that would serve City residents.
 - a. Collaborate to require the dedication of school sites, where needed, when reviewing annexations and development proposals



PL
FC

2. Continue to work with Frederick County Public Libraries to ensure adequate library facilities are provided to the City residents.



ENG
FC
MD

3. Continue to work with the State of Maryland and Frederick County to ensure adequate road infrastructure is maintained as well as alternative transportation options are provided to City residents.

MG POLICY 7



Establish and maintain a monitoring system to measure progress toward achieving the policies of the Municipal Growth Chapter.

IMPLEMENTATION



PL
ENG

1. Design and implement a land use monitoring system based on measurable results directly related to objectives 1 through 6.

WATER RESOURCES POLICIES AND IMPLEMENTATION

DRINKING WATER:

WR POLICY 1



Protect and conserve the existing drinking water supply and distribution systems.

IMPLEMENTATION

- ENG 1.** Increase efforts throughout the water system to promote wise use of water resources such as potable water with conservation efforts through education and systems designed to reward water conservation and wise use practices.
- ENG 2. DPW** Continue to meet requirements for regulated discharge into waterways serving as, or tributary to, the public water supply. Work with Frederick County, the State of Maryland, and the State of Pennsylvania to work on regional issues such as point and non-point pollution, withdrawal agreements, and environmental protection.
- DPW 3.** Control the amount of water unaccounted for in the water distribution system by locating and repairing leaks found in the Water Loss Reduction Program.

WR POLICY 2



Provide an adequate and safe drinking water supply to serve the existing and future residents of the City.

IMPLEMENTATION

- ENG 1.** Continue to ensure that development adheres to the requirements of the City's APFO and Water/Sewer Allocation program.
- ENG 2. FC** Continue to collaborate with Frederick County officials to provide for the future water capacity needs through negotiated purchase of drinking water per the re-evaluation of the Potomac River Water Supply Agreement (PRWSA).
- ENG 3.** Implement the recommendations contained within the 2006 Water Master Plan for improvements to the water system to serve existing and future customer base. Update the Water Master Plan as necessary.
- ENG 4.** Explore the advantages and disadvantages of creating a regional authority to handle future water capacity issues.
- ENG 5.** Explore opportunities to provide or credit the use of graywater to businesses that may not require potable water for operations.

WR POLICY 3



Provide adequate wastewater treatment and conveyance capacity to serve the existing and future residents of the City.

IMPLEMENTATION

- PL ENG 1.** Continue to ensure that development adheres to the requirements of the City's APFO and Water/Sewer Allocation program.
- ENG 2.** Continue to collaborate with Frederick County officials to provide for future sewer needs through negotiated purchase of capacity.
- ENG 3.** Study alternatives for obtaining additional wastewater treatment and conveyance to the respective treatment plants.
- ENG 4.** Implement the recommendations of the updated Sewer Master Plan.
- ENG 5.** Explore the advantages and disadvantages of creating a regional authority to handle future sewer capacity issues.

WR POLICY 4



Enhance the wastewater collection and treatment systems.

IMPLEMENTATION

- DPW 1.** Control the amount of excessive inflow and infiltration into the sewer piping system by locating and correcting sources of inflow and infiltration.
- DPW 2.** Install and maintain proper metering devices within the sewer piping system to determine peak flow rates and areas of concern.

STORMWATER MANAGEMENT:

SG1

WR POLICY 5



Coordinate with the United States Army Corp of Engineers (USACE) to complete the flood resiliency study and implement the findings and recommendations to manage stormwater.

IMPLEMENTATION

- ENG 1.** Educate the public about the findings of the study and methods to mitigate flooding to personal property with private improvements and best practices
- DPW ENG 2.** Prioritize and fund the improvements necessary to mitigate local flooding to private properties and public roads.
- DPW ENG 3.** In addition to the USACE recommendations, the City should implement the use of best management practices and approaches to manage regional and local stormwater.





-  **PL** 4. **ENG** Preserve ecologically important land, such as wetlands, buffer zones, riparian corridors and floodplains to reduce, and slow runoff, absorb sediments and serve as flood control.
-  **PL** 5. **ED** Reduce additional stormwater runoff by encouraging development in already degraded areas such as infill, brownfield or grayfield sites.
-  **PL** 6. Encourage high density, mixed-use and transit-oriented development to reduce land consumption, the number or parking spaces and vehicle miles traveled.
-  **ENG** 7. Include green street design in the Engineering Department's Manual of Standard details for Construction to allow for natural infiltration where possible and reduce impervious surface.
-  **PL** 8. Assess parking requirements to better balance parking demand and supply to reduce impervious surface.
-  **PR** 9. **ENG** Integrate stormwater management facilities with local parks and amenities to reduce stress on the City infrastructure and allow natural filtration.

WR POLICY 6



Adopt revisions to the City Code and other Regulatory documents where the modification of the 2007 Stormwater Management Act and Code of Maryland Regulations (COMAR) 26.17.02 are applicable.

IMPLEMENTATION

-  **ENG** 1. Provide training to City employees on the Stormwater Management Act (Environmental Site Design to the Maximum Extent Practicable).
-  **ENG** 2. Adopt a City Ordinance to address illicit discharges as required by the NPDES Phase II MS4 General Permit.
-  **ENG** 3. Update City Codes regulatory requirements are revised.
-  **DPW** 4. **ENG** Continue efforts in maintenance and inspection of stormwater facilities within City limits.



SG6


WR POLICY 7



Develop a process for review of site development plans that incorporates Environmental Site Design (ESD) to Maximum Extent Practicable (MEP) and provide outreach and educational opportunities to the community to promote compliance with state and local stormwater management regulations.

IMPLEMENTATION

-  **DPW** 1. **ENG** Use the 2016 citywide watershed environmental assessment to identify mitigation efforts to address watershed deterioration, stream restoration, buffer plantings, and stormwater management retrofits.
-  **DPW** 2. **ENG** Develop Capital Projects to accomplish mitigation.

-  **ENG** 3. Ensure that owners/developers are made responsible for restoration efforts to streams and rivers which may cross their properties through the land planning and development process.





SG1

WR POLICY 8



Ensure that portions of the watershed in critical need of attention are addressed through City, volunteer, and owner/developer efforts.

IMPLEMENTATION

-  **PL** 1. **ENG** Educate the public on topics pertaining to maintaining a healthy watershed.
-  **PL** 2. **ENG** Organize voluntary efforts to improve City watersheds.
-  **PL** 3. **ENG** Investigate incentives for private stormwater management owners to retrofit underperforming facilities.
-  **DPW** 4. **ENG** Create and/or retrofit facilities to treat currently untreated impervious surface stormwater runoff in accordance with the NPDES Phase II permit.




SG1

WR POLICY 9



Limit impervious surfaces and suggest alternative surfaces for new development and redevelopment to reduce the overall runoff discharge and explore new techniques and technologies to reduce development impacts to the watershed.

IMPLEMENTATION

-  **PL** 1. **ENG** Encourage low impact development (LID) where appropriate.
-  **ENG** 2. Incorporate the use of non-structural BMPs.
-  **PL** 3. **ENG** Introduce regulations to limit impervious area in critical or sensitive areas.




SG1

WR POLICY 10



Develop a monitoring program for policies 1-9 of the Water Resource Chapter.

IMPLEMENTATION

-  **ENG** 1. **GIS** Develop a GIS database of stormwater management facilities to prioritize projects, provide a holistic stormwater management planning approach, and track progress towards treating currently untreated impervious areas.
-  **PL** 2. **ENG** Develop a database to track watershed improvement efforts.
-  **ENG** 3. Develop a monitoring system of local groundwater conditions, aquifer recharge, watersheds, and streams.



COMMUNITY CHARACTER AND URBAN DESIGN POLICIES AND IMPLEMENTATION

SG1

CCUD POLICY 1

Define area planning sectors in order to identify, preserve and promote existing neighborhood physical characteristics.

IMPLEMENTATION




-  **PL** 1. Establish Small Area Plans to provide specific development guidance for the adoption of Form-Based Codes.
-  **PL** 2. Establish objectives for each sector to focus on placemaking through the built environment and flexibility to accommodate many land uses. This includes:
 - a. Identify the physical (built and natural) characteristics and qualities that define the existing sections of the City that should be retained and used to enhance new development.
 - b. Encourage compatible design standards and uses in neighborhoods to establish visual diversity and a community that complements the neighborhood's character and needs.
 - c. Design public roadways and rights-of-way for an efficient and comfortable experience for all users and modes while balancing operational and maintenance expenses.

SG1

CCUD POLICY 2

Support creative site planning and high-quality architecture in order to establish a built environment that is compatible and enhances neighborhood character, aesthetics, and offers various levels of interaction to all members of the community while allowing for innovative design.

IMPLEMENTATION

-  **PL** 1. Encourage a mix of uses that integrate work and living space with a combination of diverse housing and commercial styles and densities within neighborhood contexts.
-  **PL** 2. Encourage infill of vacant and/or underutilized property in and around the core center city. Review proposals for infill development to ensure compatible architecture and site planning.
-  **PL** 3. Encourage construction to meet basic

levels of sustainability and wellness certifications. (e.g.: LEED; BREEAM USA; Green Globes; WELL; Living Building Challenge; Zero Energy Building; and Parksmart)



-  **PL** 4. Encourage the location of new commercial and/or residential buildings adjacent to the right-of-way to give definition to the street, where appropriate.
-  **PL** 5. Encourage new development to incorporate elements where people can gather and interact to help foster a sense of community.
-  **PL** 6. Ensure that the placement of residential development, commercial buildings, parking, access, and landscaping is complementary to neighborhood characteristics in the immediate vicinity.
-  **PL** 7. Ensure that the design of buildings and their features protect the viewsheds of the Clustered Spires, Catactin Mountains, historic resources and existing neighborhoods.

SG5

CCUD POLICY 3

Ensure the implementation of Complete Streets objectives in all areas of the City.

IMPLEMENTATION





-  **PL** **ENG** 1. Require residential streets that are interconnected and provide for safe travel for all users of all modes.
-  **PL** 2. Incorporate amenities in all neighborhoods that allow for a "sense of place" for pedestrians as part of any street.

SG1

CCUD POLICY 4

Design light industrial areas to complement the community's image and the visual aesthetics of adjacent neighborhoods.

IMPLEMENTATION

-  **PL** 1. Encourage the integration of light industrial type uses that have experienced technological advancements to be less disturbing to locate in areas that complement the neighboring uses.
-  **PL** 2. Require the use of building materials that minimize visual contrast between the structure and surrounding neighborhoods.
-  **PL** 3. Promote four-sided architecture with appropriate landscape buffering in industrial areas.
-  **PL** 4. Promote the use of energy-efficient construction materials in industrial areas.

SG1

CCUD POLICY 5

The City's capital improvement projects shall make a positive contribution to the City's character.

IMPLEMENTATION

- PL** 1. Ensure that City buildings and community facilities contribute to neighborhoods with appropriate site design and quality architecture.



- PL ENG** 2. Incorporate the Comprehensive Bicycle Plan into the design and construction phase of applicable capital improvement projects.

SG1

CCUD POLICY 8

Encourage and promote quality architectural design which will better define the public realm, and which will reinforce Frederick's sense of place.

IMPLEMENTATION

- PL** 1. Revise current development regulations to support mixed-use development and high-quality urban design.



- PL** 2. Research the implementation of Form-Based Code in specific corridors or neighborhoods in the City.

SG3

CCUD POLICY 6

Promote the rehabilitation of blighted, vacant, or underutilized structures and parcels within City limits to reinforce the unique character of existing community buildings where appropriate.

IMPLEMENTATION

- PL** 1. Encourage rehabilitation rather than demolition of existing structures.



- PL ED** 2. Expand grant and tax credit opportunities for façade improvements throughout the City.



- PL** 3. Identify areas of the Land Management Code (LMC) or other city policies that may prevent rehabilitation or reuse of buildings based on nonconformities or conflicts within the Code.



- PL** 4. Promote architectural salvage and/or deconstruction in place of outright demolition, where appropriate.



- PL ED** 5. Encourage the development of vacant or underutilized lots.

SG1

CCUD POLICY 7

Create Neighborhood Conservation District Overlay Zones to protect and enhance existing residential neighborhood characteristics.

IMPLEMENTATION

- PL** 1. Determine where conservation district overlay zones may be appropriate in the City.



- PL** 2. Survey and assess areas of the City that may be eligible for conservation district overlay zones.



- PL** 3. Form the creation of one or more task forces or committees to generate neighborhood conservation overlay design guidelines.

ENVIRONMENTAL SUSTAINABILITY POLICIES AND IMPLEMENTATION

SG1

ES POLICY 1



Preserve and increase the tree canopy within the City by implementing the goals of the Urban Forest Management Plan:

IMPLEMENTATION



PL
DPW

1. Reduce the amount of impervious cover and development-related tree loss:



PL

a. Evaluate the parking requirements to allow for shared parking between residential and non-residential uses, reduce parking minimum ratios, remove impediments that may prevent structured parking.



PL

b. Consider revisions to the Land Management Code to improve the efficacy of tree planting in industrial, commercial, and institutional zones.



PL

c. Reduce heat island affect by increasing the tree plantings and green space requirements in parking areas.



PL

d. Enforce tree preservation regulations, targeting the preservation of trees measuring 12-inch DBH (diameter at breast height) and greater.



DPW

e. Ensure that the minimum space for street trees is adequate to allow the healthy growth of the tree, prevent interruptions to utility services, and reduce sidewalk buckling while maintaining safe and adequate pedestrian travel ways.



PL
DPW
M&B

2. Establish and maintain maximum tree cover through Forest Conservation regulations:



PL

a. Increase the monetary rate of fee-in-lieu of forest conservation in order to apply funding towards increasing and diversifying forest land.



PL

b. Preserve specimen trees and/or mitigate with replacement of lost canopy where preservation is not possible.



PL

c. Plant in priority areas such as stream buffers, floodplains, and wetlands and establish buffer standards to enhance the quality of streams, rivers, and isolated wetlands.



M&B

d. Acquire suitable land for forest conservation receiving and/or banking areas for the use of forest conservation funds.



DPW

e. Ensure forest conservation plantings are installed to specifications to achieve the appropriate survival rates and monitor executed easements to ensure that they are

adhered to.



PL

3. Achieve 40% tree canopy coverage in the City.



PL

a. Update the Tree Canopy Report every five years for monitoring purposes.



PL

b. Identify and preserve existing forest resource areas through acquisition or with protective easements.



PL

c. Incentivize preservation of existing unprotected forest areas located on private property.



PL

d. Establish guidelines to mitigate the removal of single mature trees on public and private land through the establishment of a Tree Board and/or permits and fees for removing trees.



PL

e. Promote more plantings on institutional and industrial lands.



DPW

f. Initiate periodic inspections of commercial/industrial sites and forest easement areas to assure plantings are being maintained in accordance with protection agreements and/or site plan enforcement agreements.



PL

g. Provide educational programs to the community to promote planting and preserving trees.

SG1

ES POLICY 2



Encourage protection and restoration of ecologically sensitive lands to protect water quality. Refer to Map EN-1 for locations of sensitive lands.

IMPLEMENTATION



PL
ENG

1. Develop a plan to improve stream health. The plan must include the establishment of a riparian buffer zone by protecting and reestablishing native vegetation.



PL
ENG

2. Protect and restore the ecological integrity of streams and forests by utilizing a series of watershed management tools to offset the impacts of development. These tools include:



PL
ENG

a. Implementing the Watershed Management Plan



PL
ENG

b. Explore overlay districts to protect rivers and their tributaries



PL

c. Encourage land and forest conservation



PL
ENG
ENG

d. Promote low-impact site design



ENG

e. Support erosion control techniques



DPW
ENG

f. Prioritize storm water management



PL
ENG

3. Continue to work with the Maryland State Department of Natural Resources and federal agencies under the Endangered Species Act to conserve and promote the conservation of natural habitats and rare, threatened, and endangered species in the region.






SG1

ES POLICY 3



Minimize the environmental impacts of development through Best Management Practices (BMP).

IMPLEMENTATION

-  **ENG** 1. To mitigate non-point source pollution, provide stormwater management facilities adjacent to stream channels.
- 2. Encourage development while protecting the areas natural environmental features:
 -  **PL ENG** a. Protecting the open space landscape, farmland, and/or natural habitats for wildlife by establishing the boundaries of conservation areas;
 -  **PL** b. Requiring development submittals to include a slope analysis to clearly depict proposed disturbance of steep slopes. Adopt standards for appropriate remediation techniques, including maximum slope provisions to prevent erosion and stream bank destabilization.
 -  **PL ENG** c. Conduct analyses that identify priority wetland protection and restoration sites based on the characteristics, distribution, and function of existing wetlands in Maryland.
-  **ENG** 3. Implement the strategies recommended by the United States Army Corps of Engineers Flood Resiliency Study to prevent devastating damage to private and public property and infrastructure.

SG1

ES POLICY 4



Achieve energy savings and improved air quality by requiring energy-efficient site design and building construction

IMPLEMENTATION

-  **PL** 1. In select areas, encourage mixed-use development that includes retail and/or employment centers as well as residential uses in order to encourage walkable, bikeable, and transit-oriented neighborhoods.
-  **PL** 2. Encourage green building techniques such as Leadership in Environmental and Energy Design (LEED) or other energy efficiency standards for new construction.
-  **PL** 3. Promote environmental education and sustainable design practices by offering green building informational literature and training for City staff, builders, and developers.
-  **PL** 4. Incorporate Green Building principles into the historic guidelines for renovation and new construction. Encourage the use of energy efficient, recycled-content, and locally harvested materials where feasible, in addition to other green building practices.



- PL** 5. Promote the adaptive reuse of existing structures.



- BD** 6. For construction of new City buildings, require that energy efficiency certification be attained where feasible.



- BD** 7. Encourage applicants on all renovation projects, consider retrofitting with green technologies.



- PL ENG** 8. Work in partnership with the County, State, and adjacent municipalities to reduce emissions and other pollutants from man-made sources.






SG5

ES POLICY 5



Adopt a zero-waste policy to minimize impact on local ecosystems, reduce greenhouse gases, and minimize carbon footprint.

IMPLEMENTATION

-  **DPW** 1. Coordinate with the County to provide separate bins for all waste: compost trash, and recycling for all businesses and residents.
-  **DPW** 2. Use a more adequate recycling center for the City's needs.
-  **DPW** 3. Establish a Materials Recycling Facility (MRF) or partner with a neighboring jurisdiction to use their facility.
-  **PL ENG** 4. Increase outreach and educational activities to promote recycling and composting.
-  **PL** 5. Support local farms and farmers to grow produce for local use, resulting in a reduction in greenhouse gases from transportation and fresher healthy options for our citizens.

SG1

ES POLICY 6



Establish better connectivity through all modes of transportation within the City and to points outside the City.

IMPLEMENTATION

-  **PL ENG** 1. Prioritize shared-use paths, bike lanes, and additional TransIT stops for multi-modal transportation options.
-  **PL ED** 2. Establish a downtown circulator bus route and additional parking facilities.
-  **PL ENG** 3. Evaluate City roads for road diets to increase bike lanes, parking, stormwater facilities, tree planting areas, and sidewalk expansion for additional economic development opportunities.
-  **PL ENG** 4. Prepare for connected and automated vehicles by ensuring local infrastructure is safe and capable to handle the demand.
-  **PL FCP** 5. Invest and partner with Frederick County for the expansion of the shared-use path to link with the C&O Canal to the south.

SG1

ES POLICY 7



Evaluate and develop a plan for resiliency to better prepare for natural disasters and other emergencies.

IMPLEMENTATION



PL
FCP

1. Develop a resiliency plan with Frederick County to help the City and County be better prepared for natural disasters and other emergency situations.



DPW
ENG

2. Assist in establishing microgrids for energy efficiency and resiliency.



DPW

3. Evaluate water supplies for sufficiency, particularly in drought situations that may become more frequent as climate change worsens.



DPW

4. Continue to address flood protection for all areas of the City.

SG1

ES POLICY 8



Establish and maintain an annual environmental monitoring system to measure progress toward achieving the goals of the Environmental Sustainability Chapter.

IMPLEMENTATION



PL
ENG

1. Design and implement an environmental monitoring system.



PL

a. Invest in a computer modeling program to forecast canopy coverage for development designs in order to track acres and canopy of forest preserved and restored.



PL
ENG
PR

b. Develop Comprehensive Planting Plan to include the GIS overlay for the monitoring of forest conservation easements recorded and/or proposed within the City as a vital analysis tool.



PL

c. Create an annual award program to a developer and/or citizen who demonstrates progressive sustainable design.



PL

d. Monitor collected fees and installation of plantings in compliance with Forest Conservation Act (FCA) regulations.

HISTORIC PRESERVATION POLICIES AND IMPLEMENTATION

SG1

HP POLICY 1



Support the preservation of sites, structures, and districts of historical, archaeological, cultural, or architectural significance.

IMPLEMENTATION



PL

1. Update the National Register Nomination (1988) for the Frederick Historic District.



PL

2. Expand the City's Frederick Historic District Historic Preservation Overlay to correspond with the National Register District where appropriate.



PL

3. Seek out grants and partnerships to support a city-wide reconnaissance level survey of previously unidentified historic resources that may be eligible for the National Register of Historic Places and/or the Historic Preservation Overlay. Use the survey to contribute to the Maryland Inventory of Historic Properties and to support the protection of important historic resources and inform policy and decision-making.



PL

4. Seek out grants and partnerships to support citywide thematic surveys of underrepresented historic resources such as those related to African Americans and slavery, suffrage, immigrants, women, and LGBTQ people. Coordinate with related statewide surveys where appropriate.



PL

5. Support the Historic Preservation Commission's role in the designation process and the proactive recommendation of sites and districts for Historic Preservation Overlay designation.



PL

6. Evaluate resources listed in the Maryland Inventory of Historic Properties for eligibility under the City's Criteria for Designation.



PL

7. Increase the awareness and appreciation of historic resources and the benefits of historic preservation with workshops, trainings, publications, tours, etc.

SG1

HP POLICY 2



Ensure that impacts to historic resources are considered in planning and development decision-making.

IMPLEMENTATION



PL






1. Provide targeted outreach and education to property owners, elected officials, Planning Commissioners, developers, engineers, and related parties.



PL

2. Undertake an evaluation of existing codes and policies to determine if historic preservation is adequately

addressed. Propose amendments that support historic preservation goals, as appropriate.

-  **PL** 3. Ensure that historic preservation concerns are identified in all City projects or initiatives by fostering inter-departmental coordination and cooperation.
-  **PL** 4. Inform and educate elected officials, commissioners, and staff about access to the Maryland Inventory of Historic Properties and other documents that relate to historic resources so that the impacts of policies and decisions on potential historic resources can be considered.
-  **PL** 5. Utilize the Maryland Inventory of Historic Properties to identify historic resources that may be impacted by development proposals.
-  **PL** 6. Submit new or updated Maryland Inventory of Historic Properties forms to the Maryland Historical Trust for historic properties that have been, or are to be, locally designated and/or surveyed so that the information can be easily accessed by a wide range of decision-makers.
-  **PL** 7. Conduct local surveys to identify properties eligible for the National Register of Historic Places and pursue resources for nominations, where appropriate.


SG6

HP POLICY 3



Promote an understanding of and appreciation for the City's heritage and the role of historic preservation.

IMPLEMENTATION

-  **PL** 1. Establish a "Historic Preservation 101" workshop or similar opportunity and partner with organizations such as the Frederick County Association of Realtors and the Frederick County Building Industry Association to advise their members on value of historic resources and processes for preservation.
-  **PL** 2. Establish a quarterly community lecture or workshop series on heritage topics in collaboration with partner organizations.
-  **PL** 3. Continue to publish bimonthly *Preservation Matters* articles in the Frederick News Post.
-  **PL** 4. Continue to partner with the Audio-Visual Department to produce *Preserve This* videos.
-  **PL** 5. Formalize a process for posting historic preservation content to City social media and to existing email lists.
-  **PL** 6. Partner with and support the Frederick County Landmarks Foundation on an expanded recognition program for historic preservation projects.

SG1

HP POLICY 4



Expand and enhance programs and policies to protect archeological resources.

IMPLEMENTATION

-  **PL** 1. Identify and document archeological sites.
-  **PL** 2. Undertake an assessment of Section 603 of the LMC pertaining to archeological protection to evaluate its effectiveness in achieving its purpose.
-  **PL** 3. Ensure that archeological assessment occurs early in the planning process so that impacts can be considered, mitigated, or avoided concurrently with other development considerations.
-  **PL** 4. Develop procedures that involve the Historic Preservation Commission in archeological assessment and protection where appropriate.
-  **PL** 5. Establish standards that support the consistent application of the Section 603 of the LMC pertaining to archeological protection.
-  **PL** 6. Provide workshops, trainings, publications, field days, etc. to increase the awareness and appreciation of archeological resources.

SG6

HP POLICY 5



Improve access to historic preservation data and documentation.

IMPLEMENTATION

-  **PL** 1. Update the City's online "Historic Properties Database" to ensure correct information and to add additional documentation when available.
-  **PL** 2. Coordinate with the Information Technology (IT) / Geographic Information Systems (GIS) Department to overlay historic maps and link historic images in a publically accessible format.
-  **PL** 3. Submit all inventories, surveys, and designation reports in appropriate formats to the Maryland Inventory of Historic Properties.
-  **PL** 4. Digitize and make publicly available relevant historical records, maps, historical permit records, and archived photographs/drawings in various departments of the City.
-  **PL** 5. Explore tools such as story maps or other media applications to disseminate documentation about historic resources and programs.
-  **PL** 6. Incorporate archeological information into GIS for internal planning purposes.







SG1

HP POLICY 6



Reevaluate historic preservation policies and procedures in order to streamline processes and improve applicant experience.

IMPLEMENTATION

-  **PL** 1. Research and evaluate best practices for informing potential and new owners that a property is located in the Historic Preservation Overlay. Seek input from realtors and related organizations. If appropriate, recommend new policies or regulations with the goal of better informed property owners.
-  **PL** 2. Continue to prepare and distribute informational welcome packets to realtors for properties listed for sale in the Historic Preservation Overlay. Explore new and more reliable ways to reach potential owners with this information prior to purchase.
-  **PL** 3. Utilize the updated National Register Nomination for the Frederick Historic District and other applicable resources to support the Historic Preservation Commission in adopting a contributing/non-contributing list and to establish a finite period of significance for the Frederick Town Historic District in order to improve applicant expectations. Update codes and standards accordingly.
-  **PL** 4. Budget for and prepare an annual mailing to property owners in the Historic Preservation Overlay to inform them of the applicable regulations and any related changes.
-  **PL** 5. Establish an ad hoc citizen historic preservation advisory group to identify issues and gauge progress and effectiveness.
-  **PL** 6. Cross-train City staff by developing a concise training program for those whose jobs intersect with historic preservation.


SG4

HP POLICY 7



Maintain a balance between economic growth and historic preservation in order to achieve shared objectives.

IMPLEMENTATION

-  **PL** **ED** 1. Support interdepartmental and interagency collaboration so that conflicts between economic growth and historic preservation can be identified early in the process and resolved.
-  **PL** 2. Continue to collaborate with the Downtown Frederick Partnership to promote the benefits of historic preservation to merchants, residents, and contractors.
-  **PL** 3. Undertake a study that assesses the impact of historic preservation and the marketing value of historic preservation and related activities to the local economy. Publish findings to be used as a resource for elected officials and policy makers.
-  **PL** 4. Conduct an assessment of existing incentives for adaptive reuse and for vacant or underutilized properties

to identify any conflicts with historic preservation goals. Propose solutions as appropriate.



- PL** 5. Conduct an assessment of existing development regulations to identify any conflict with historic preservation goals. Propose solutions as appropriate.





SG1

HP POLICY 8



Foster civic beauty by supporting programs and policies that support the maintenance of historic properties.

IMPLEMENTATION

-  **PL** 1. Continue to promote the local property tax credit program for historic preservation.
-  **PL** 2. Sponsor workshops on financial incentives and other community benefits and invite the Maryland Historical Trust to participate regarding applicable state and federal programs.
-  **PL** 3. Undertake targeted outreach and education to threatened historic properties including those undergoing demolition-by-neglect or classified as blighted.
-  **PL** 4. Assess and evaluate existing regulations and policies that address demolition-by-neglect. Implement amendments or propose new regulations that strengthen policies that limit demolition-by-neglect of historic resources.

SG1

HP POLICY 9



Support policies and explore new tools to enhance older neighborhoods with cohesive character in ways that reinforce the historic downtown core.

IMPLEMENTATION

-  **PL** 1. Undertake character studies for older and historic neighborhoods to identify unifying qualities. Seek neighborhood input on valued characteristics.
-  **PL** 2. Conduct a survey of post-war neighborhoods to tell a more comprehensive history of the City and its development.
-  **PL** 3. Assess community support for tools to preserve older and historic neighborhoods that do not meet the criteria for or do not have support for Historic Preservation Overlay designation, such as conservation districts. Evaluate and implement tools where appropriate.
-  **PL** 4. Prepare targeted educational materials about how historic preservation and/or design review can positively affect neighborhoods, where appropriate.
-  **PL** 5. Assess, quantify, and disseminate information regarding the environmental impact of building reuse as a supplemental purpose for maintaining older and historic neighborhoods.






SG6

HP POLICY 10



Connect historic preservation to broader and more diverse audiences.

IMPLEMENTATION

-  **PL** 1. Solicit and appoint qualified members to the Historic Preservation Commission that represent the diversity of the city.
-  **PL** 2. Create a social media outreach strategy to better utilize available platforms and applications to educate and inform the community regarding historic preservation and heritage topics.
-  **PL** 3. Ensure that all historic preservation projects and programs are inclusive in their characterization of history. Specifically seek out resources to document difficult stories and those of underrepresented groups and minorities.
-  **PL** 4. Identify and document intangible aspects of the City's heritage and utilize alternative methods, such as oral histories, where appropriate.
-  **PL** 5. Engage K-12 and college students through partnerships with Frederick County Public Schools and local institutions of higher education to provide presentations, guest lectures, internships opportunities, and academic practicums. Produce targeted, age-appropriate resources and educational materials for students.

HOUSING POLICIES AND IMPLEMENTATION





SG2

HO POLICY 1



Promote opportunities for a variety of housing types for current and future City residents of all income levels.

IMPLEMENTATION

-  **PL** 1. Facilitate housing production by improving the predictability in the annexation, planning, and permitting process. Several growth management tools should be used to accomplish this goal including: phasing of annexations, phasing of infrastructure improvements, and expanded service (roads, water, sewer).
-  **PL** 2. Promote the production of a range of housing types in all parts of the City, including flexible zoning techniques to encourage redevelopment within areas of the City such as the East Street Corridor and adjacent to transportation hubs.
-  **PL HD** 3. The City's division of Community Development should increase marketing and methods to raise awareness about the City housing programs.
-  **PL HD** 4. Create incentives for master-planned developments to include affordable and senior housing units.






SG2

HO POLICY 2



Promote the development of housing with costs that reflect the range of incomes generated within the City.

IMPLEMENTATION

-  **PL HD** 1. Support the continuation and improvement of the City's Moderately Priced Dwelling Unit ordinance.
-  **PL** 2. Encourage Form Based Codes to allow more flexibility in land use location so that housing, including affordable housing can be developed in areas not traditionally zoned residential.
-  **PL HD** 3. Leverage Moderately Price Dwelling Unit Payment in Lieu of construction funds and CDBG funds to assist LIHTC housing developers with low interest financing to encourage the construction of additional affordable housing units.
-  **PL HD** 4. Explore other options and incentives to produce more modestly-priced units. These options could include but are not limited to priority review and permit processing, fee exemptions, and property tax deferral.
-  **PL HD** 5. Use community partnerships involving non-profit housing and social service agencies to increase homeownership opportunities for low-income households.



- PL HD** 6. Explore ways to better utilize the CDBG program to provide more affordable housing.



- PL HD** 7. Coordinate with local nonprofit organizations to explore the creation of an affordable housing land trust to provide housing to low- and moderate income families.



- PL HD** 8. Work with non-profit agencies and community-based organizations to strengthen the City's housing counseling program to provide pre- and post-purchase counseling for low- and moderate-income first-time homebuyers.



- PL HD** 9. Continue to support the City's mortgage buy-down program provide more affordable housing options for homebuyers.

SG2

HO POLICY 3



Improve the availability of housing for the elderly and individuals with disabilities, as well as shelter for the homeless.

IMPLEMENTATION



- M&B** 1. Disperse the location of special needs services such as residential-care facilities, shelters, and group homes throughout the City.



- PL** 2. Allow higher residential densities in moderate density multi-family zones for housing limited to occupancy by elderly or disabled households, based on the lower levels of peak period vehicle trips and reduced parking needs for these households.



- PL** 3. Encourage builders to build "adaptable" homes – those homes with features that could be adapted to accommodate people of all ages and abilities.

SG5

HO POLICY 4



Enhance multi-modal transportation options for neighborhoods and promote higher density housing near transportation hubs.

IMPLEMENTATION



- PL** 1. Promote higher-density residential and pedestrian-friendly development within walking distance, one quarter of a mile from existing and planned public transit routes.



- PL TransIT** 2. Work with the County TransIT to prioritize transit for underserved neighborhoods.



- PL** 3. Facilitate the construction of bikeways and pedestrian paths within and between neighborhoods.



- PL ENG PR** 4. Allocate resources to complete the shared use path to provide meaningful connections around the City.



- PL** 5. Promote new housing development near employment centers to reduce regional commuting.

SG1

HO POLICY 5



Encourage the development of compact residential neighborhoods.

IMPLEMENTATION



- PL** 1. Monitor development to achieve a higher residential density in areas closer to the city center and surrounding transit hubs.



- PL** 2. Encourage infill development and redevelopment that is compatible with surrounding land uses.



- PL BD** 3. Encourage the adaptive reuse of existing buildings for mixed use projects.

SG1

HO POLICY 6



Support diverse residential development in the City.

IMPLEMENTATION



- PL** 1. Through increased density and flexible development regulations, encourage new residential units within the Downtown.



- PL** 2. Allow flexibility in providing accessory dwelling units in districts that currently do not permit such units.



- PL** 3. Consider eliminating or reducing impact fees on units up to 800 square feet.



- PL** 4. Encourage the rehabilitation of upper-floor space in commercial zones to increase the number of residential-above-commercial units.



- PL** 5. Attract neighborhood-serving retail uses such as grocery and drug stores within walking distance of residents.



- HD** 6. Utilize HUD's Low-Income Housing Tax Credits program to encourage affordable housing projects.



- PL** 7. Allow flexibility for appropriate commercial uses and home occupations within residential neighborhoods.

SG1

HO POLICY 7



Work closely with Frederick County and State of Maryland efforts to ensure a balanced regional housing approach.

IMPLEMENTATION



- PL HD FCH** 1. Collaborate with Frederick County to facilitate the development of a wide range of housing options in the County and the City.

SG2

HO POLICY 8



Work closely with other agencies to monitor progress on toward achieving the policies of this chapter.

IMPLEMENTATION



- M&B** 1. Create a Housing Department or Division that would coordinate the City's Housing Policies and efforts.



- PL HD** 2. Create a housing committee to collect and maintain housing data and to promote housing policies adopted by the City.

ECONOMIC DEVELOPMENT POLICIES AND IMPLEMENTATION

SG4

ED POLICY 1



Retain, attract, and train a diverse, creative, and capable resident workforce to support existing and future employment needs.

IMPLEMENTATION



ED

1. Conduct (and maintain) a comprehensive Workforce Study that identifies strengths and gaps in the number and skills of Frederick's current and future workforce as well as barriers to participation, retention, and attraction. The study should also generate insights and recommendations customized to Frederick, of best practices to retain, attract, and train workforce along with strategies for increasing wages, diversity, equity, and inclusion in the workforce. Strategies for attracting and retaining young professionals should also be a focal point. (Consider doing this study jointly with Frederick County Workforce Services).



ED

2. Actively sustain and grow a robust and diverse workforce through the following including but not limited to:



ED

- a. Participation by the Director of Economic Development or representative on the Frederick County Workforce Development Board.
- b. Participation by the City DED with the Frederick County YouthWORKS Summer Internship Program to increase opportunities for City disadvantaged youth to have an opportunity to work and earn a paycheck.
- c. Participation by the City DED with Frederick County Public Schools LINX Program.
- d. Participation by the City DED with Frederick Community College, Hood College, and Mount Saint Mary's University on programs and strategies to connect programs and students to Frederick employers and jobs.
- e. Participation by the City DED with industry groups such as TechFrederick, Tech Council of Maryland, Frederick County Roundtable for Manufacturing, TCM BioPharma Workforce Development Council, Local and state Chambers of Commerce, Society of Human Resources Managers (SHRM), Fort Detrick Alliance, and others.



ED



ED



ED



ED



ED
PL

3. Conduct (and maintain) a comprehensive Housing Study to provide data that can guide public policy decisions in the area of housing and identify proposed action items that can be implemented to promote the appropriate blend of housing

opportunities throughout the City including affordable Workforce Housing. Provide a measured assessment of housing supply, present and future, unmet housing demand across various demographic categories and provide a comprehensive understanding of short-to-longer term housing supply and demand. Provide community specific housing priorities, policy alternatives, and intervention strategies.

SG4

ED POLICY 2



Support small businesses, start-up businesses, and entrepreneurs.

IMPLEMENTATION



ED

1. Support, sustain and grow tech business incubation programs and facilities offered by the Frederick Innovative Technology Center, Inc (FITCI) including through financial, technical, and active participation by the Director of Economic Development (or representative) on the FITCI Board of Directors and its committees.



ED

2. Support private or non-profit co-working facilities and organizations through active participation in programs and events.



ED

3. Provide business assistance programs like the GROW Program, Façade Grants, Arts and Entertainment Tax Credits, etc. for small and start-up companies including business planning and business incentives.



ED

4. Support technology transfer initiatives through the Frederick National Labs, Fort Detrick USAMRMC, Maryland Technology Development Corporation (TEDCO), DefTech, FITCI, and others.



ED

5. Support City procurement policies provide increased opportunities for local small, minority, and women owned businesses.



ED

6. Provide direct guidance and assistance to small and start-up businesses as well as through partner organizations such as the Maryland Womens Business Network (WBN), Centro Hispana de Frederick, Asian American Center of Frederick, Frederick County Minority Business Roundtable, Frederick Innovative Technology Center (FITCI), Small Business Development Center (SBDC), Frederick County Public Library Business Resource Center, and Frederick County Entrepreneur Council, to provide needed services to small businesses and entrepreneurs.



ED

7. Promote the development of minority-owned businesses through partnerships with organizations such as the Maryland Hispanic Chamber of Commerce and the Maryland Black Chamber of Commerce, Frederick County Chamber of Commerce, and others as determined appropriate.

SG4

ED POLICY 3



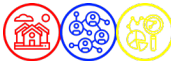
Maintain a diverse industry mix.

IMPLEMENTATION

-  **ED** 1. Maintain a robust Business Retention and Expansion Program focused on Frederick's existing 3,600 businesses. Keeping and expanding existing businesses traditionally delivers as much as 80% of job growth.
-  **ED** 2. Identify and recruit businesses that complement or enhance the existing economic mix including:
 - a. Bioscience and Biopharmaceutical Manufacturing
 - b. Technology (infotech, cybertech, advanced tech, etc)
 - c. Manufacturing
 - d. Services
 - e. Tourism
-  **ED** 3. Facilitate the use of federal, state, or local economic development programs as "gap financing" to assist businesses relocating to or expanding in Frederick.
-  **ED** **PL** 4. Implement flexible commercial and employment land use policies and regulations to provide site and building options for new businesses, while maintaining a high level of both function and aesthetics.
-  **ED** 5. Actively partner with and mutually support other economic development related organizations such as TechFrederick, Visit Frederick, East Frederick Rising, Golden Mile Alliance, Downtown Frederick Partnership, Fort Detrick Alliance, MEDA, NAIOP, ULI, to promote and market Frederick as a top business location.

SG2

ED POLICY 4



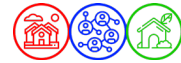
Maintain a positive business investment environment.

IMPLEMENTATION

-  **ED** **BD** **PL** 1. Ensure that City development review and permitting processes are transparent and predictable for business investment.
-  **ED** 2. Evaluate the City's competitiveness with surrounding jurisdictions based on development review and permitting as well as the cumulative costs of establishing and operating a business in the City.
-  **ED** **BD** **PL** 3. Establish a criteria-based fast-track permitting process to encourage private investment.
-  **ED** **BD** **PL** **ENG** 4. Focus on customer service throughout all City departments through routine customer surveys and staff training.
-  **PL** 5. Implement Performance Based Zoning to increase flexibility of uses across districts while maintaining harmony within the community.
-  **PL** 6. Reduce costs and time for infill and adaptive reuse of existing structures. For example, impact fees for infill and adaptive reuse could be lowered or exempted to encourage "smart growth."



SG2

ED POLICY 5



Maintain and promote adequate infrastructure for planned business growth.

IMPLEMENTATION

-  **ENG** 1. Fund and implement capital projects that ensure adequate roads and water/sewer utility capacity for business development and expansion.
-  **ED** 2. Support the development of a full-service downtown hotel and conference center in downtown Frederick.
-  **PL** **ENG** 3. Increase transportation options and access to employment centers including roads, public transit, and bicycle and pedestrian paths.
-  **PL** **ENG** 4. Maintain and expand the integrated city-wide wayfinding system, which includes both vehicular and pedestrian signage.
-  **PL** 5. Ensure the adequate supply of both finished sites and raw land suitable for a wide range of employment uses through infill, redevelopment, greenfield, and annexation policies.
-  **ED** **FDK** 6. Implement the adopted Frederick Municipal Airport Master Plan for airport sustainability, facility expansion and business development.
-  **ED** **FDK** 7. Market available land and buildings at the airport for business development opportunities.
-  **ED** 8. Coordinate with service providers to ensure reliable, redundant and high-quality electric power, telecommunications, fiber optics and broadband services.





SG4

ED POLICY 6



Encourage revitalization and reinvestment in downtown Frederick and the traditional business corridors.

IMPLEMENTATION

-  **ED** 1. Evaluate and adapt existing and new incentive programs including but not limited to the GROW Program, tax credits, Opportunity/HUB/Enterprise Zones, etc.
-  **ED** **PL** 2. Support and participate in the Downtown Frederick Partnership, Golden Mile Alliance, East Frederick Rising, and other organizations as they are formed to help advocate for and promote their respective geography.
-  **ED** 3. Implement an Innovation Zone in Frederick to drive tech company expansion in certain geography.
-  **ED** **PL** **ENG** **PR** 4. Invest in projects and programs such as:
 - a. Improved sidewalks and pedestrian connections;
 - b. Improved gateways and wayfinding signage; and
 - c. Streetscape and façade improvement programs.
 - d. Public Art
 - e. Events
 - f. Parks and Recreation

-  **M&B** 5. Support and participate in the implementation of the National Trust for Historic Preservation Main Street Program, administered through the Downtown Frederick Partnership.
-  **ED** 6. To enhance arts and cultural opportunities, develop policies, incentives and regulations to:
 - a. Support the Downtown Frederick Arts and Entertainment District vision and goals;
 - b. Encourage and support efforts to increase the number of art and entertainment spaces within the Arts and Entertainment district; and
 - c. Encourage creation of artist live/work units within the Arts and Entertainment district.
-  **ED** 7. Support and develop policies and programs to encourage adaptive reuse of existing buildings, infill lots, and upper-story rehabilitation and occupancy.
-  **ED** 8. Implement the 2020 Downtown Parking and Circulator Study recommendations.

PARKS AND RECREATION POLICIES AND IMPLEMENTATION







SG1

PR POLICY 1



Adopt a Parks and Recreation Master Plan to provide a framework for consistent planning, acquisition, development and administration of the parks and recreation resources, programs and facilities.

IMPLEMENTATION

-  **PR** 1. Conduct outreach through interactive surveys to determine the community's demands and desires for facilities and programs.
-  **PR** 2. Use demographic trends to forecast the amount, types and location of parks.
-  **PR** 3. Develop criteria for acquiring and providing recreational opportunities to serve the existing and future populations.
 - a. Continue to meet or exceed the NRPA classification guidelines and standards to provide a minimum of 10 acres of parkland per 1,000 residents.
 - b. Identify and prioritize future passive and active recreational needs of underserved portions of the City.
 - c. Review development applications to determine if the application provides suitable land to further the goals of the Master Plan.
 - d. Create a park inventory database to guide decisions related to future acquisition of parkland.
-  **PR** 4. Examine the current fee structure for payments made in lieu of parkland dedication and the Park Facilities Development Impact Fee to determine if adjustments are necessary to meet acquisition and programming needs.
-  **PR** 5. Ensure maintenance and improvements of existing parks while expanding recreational facilities and programs for the community.
 - a. Allow for protection and regeneration of environmentally sensitive areas while providing educational opportunities to teach users on the value of these ecosystems.
 - b. Encourage volunteerism in the maintenance of parks and recreational facilities including promotion of the "Friends of the Park" program.
 - c. Establish an "adopt-a-stream" program to help protect and enhance the stream valley system.
-  **PR** 6. Establish and maintain a monitoring system that measures progress towards achieving the goals of the Parks and Recreation Master Plan.

SG5

PR POLICY 2



Expand the City's green corridors and trail network to improve pedestrian and bicycle access to parks and regional trails.

IMPLEMENTATION

-  **PR** 1. Improve access from neighborhood and commercial areas to recreational facilities for all users.
-  **PR** 2. Require the construction of shared-use paths consistent with the Transportation Chapter and the adopted Shared Use Path Plan.
-  **PR** 3. Work with TransIT to enhance bus connections to all community and regional parks.
-  **PR** 4. Collaborate with utility companies and Home Owner Associations (HOA's) to use easement space for bike paths where appropriate.




SG1

PR POLICY 3



Promote the appreciation of Frederick's historic and cultural heritage in park system planning and design.

IMPLEMENTATION

-  **PR** 1. Incorporate local history and heritage by incorporating significant historic resources into the design of parks and in park elements through interpretative signs and public art.
-  **PR** 2. Promote performing arts and cultural festivals in park facilities.
-  **PR** 3. Incorporate significant historic resources into the design of parks.




SG3

PR POLICY 4



Collaborate with Frederick County and other agencies to enhance parks and recreational facilities for the City's residents.

IMPLEMENTATION

-  **PR** 1. Continue to work with the Board of Education on issues such as the development of joint use facility agreements to provide for shared use of school facilities for public recreational programs.
-  **PR** 2. Establish partnerships with public, private, and non-profit organizations to enhance the variety, quality, and accessibility of recreation programming and facilities available to the City of Frederick residents.
-  **PR** 3. Encourage Frederick County to provide additional resources for the enhancement and maintenance of the City park system.





FISCAL POLICIES AND IMPLEMENTATION

FS POLICY 1



Identify dedicated revenues for funding capital improvements.

IMPLEMENTATION

-  **FIN** 1. Establish a target percentage of General Fund expenditures to be spent on capital improvements.
-  **PL** 2. Ensure that new growth pays for its fair share of capital facilities through impact fees.
-  **PL** 3. Evaluate and update impact fees on a regular basis to ensure they accurately reflect current levels-of-service, costs, and development assumptions.
-  **PL** 4. Ensure master plans (utilities, parks and recreation, public safety, etc.) complement this Comprehensive Plan and that these plans include a fiscal analysis component containing both revenues and expenditures.


SG4

FS POLICY 2



Encourage growth that enables the City's non-residential tax base to comprise a larger share of the overall tax base.

IMPLEMENTATION

-  **ED** 1. Maintain the jobs-rich nature of the City's economy at an approximate ratio of two jobs for every household.




SG1

FS POLICY 3



Evaluate expenditures for both current fiscal impacts as well as impacts on future budgets to avoid creating long-term fiscal imbalances.

IMPLEMENTATION

-  **FIN** 1. Evaluate expenditures that could be funded through other methods or sources. For example, determining if a service should be provided as an enterprise operation as opposed to being funded with general revenue (primarily taxes) sources.
-  **FIN** 2. Pay all current operating expenditures with current operating revenues. Avoid budgetary procedures that fund current expenditures at the expense of future needs.
-  **FIN** 3. Evaluate the operational costs (staffing, maintenance) when considering new capital facilities, not just capital costs.

FS POLICY 4

Maintain a diversified and stable revenue system.




IMPLEMENTATION

-  **FIN** 1. Explore opportunities to maximize revenues by:
 - a. Revising revenue collection procedures;
 - b. Reducing delinquent payments;
 - c. Instituting or increasing service charges, fines and penalties;
 - d. Updating property assessments;
 - e. Investing a greater proportion of idle cash;
 - f. Selling surplus property or equipment.
-  **FIN** 2. Review fee, permit, and license amounts on an annual basis to ensure they accurately reflect the cost of providing services.
-  **FIN** 3. Identify restricted revenues (those legally earmarked for a specific purpose) and monitor the City's use of these funds to minimize volatility associated with these revenues.
-  **FIN** 4. Identify intergovernmental revenues and monitor the City's use of these funds to minimize volatility associated with these revenues.
-  **FIN** 5. Identify grant revenues and monitor the City's use of these funds to minimize volatility associated with these revenues.
-  **FIN** 6. Identify revenues that are one-time in nature and ensure they are not being used to fund on-going expenditures.

FS POLICY 5

Maintain sufficient unrestricted fund balance to maintain creditworthiness and provide resources for emergencies or unexpected needs.


IMPLEMENTATION

-  **FIN** 1. Set a fund balance target as a percentage of General Fund revenues.
-  **FIN** 2. Establish policies for uses of funds from unreserved fund balance.
-  **FIN** 3. Avoid using unreserved fund balance to finance on-going expenditures as much as possible.

FS POLICY 6

Adhere to credit industry standards and recommendations for debt management to maintain creditworthiness and ensure lowest borrowing costs possible.



IMPLEMENTATION

-  **FIN** 1. Incorporate credit industry benchmarks into the City's financial management policies and practices.

FS POLICY 7

Establish and maintain a fiscal monitoring system to measure progress toward achieving the policies of the land use chapter.

IMPLEMENTATION

-  **FIN** 1. Design and implement a fiscal monitoring system based on measurable results directly related to objectives 1 through 6.
-  **FIN** 2. Update the 2003 Fiscal Impact Analysis in order to assess the impact of future growth on expenditures.